

**Kyiv National University of Trade and Economics**  
**Department of hotel and restaurant business**

## **FINAL QUALIFYING PAPER**

**on the topic:**

**«Strategies of relations with VIP-consumers of the  
country club «Selfish Club», p. Kyiv, Kyiv region»**

Student of the 2<sup>d</sup> year, group 2a,  
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### **Task for a final qualifying paper**

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1. Topic of a final qualifying paper

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**The purpose** of research - to develop theoretical and methodological regulations, methods of effectiveness estimation, conditions for the formation of professional competence of hotel professionals, to analyze the state of the research problem in theory and practice, domestic and foreign experience in forming the competence of hotel professionals in their training, identify the components and levels of professional competence, develop and experimentally test the method of forming the professional competence of the future specialist of the hotel industry.

**The object** of the article is the management of professional competences of the staff in the hotel Selfish Club.

**The subject:** content, forms and methods of formation of professional competence of a hotel specialist.

4. Contents of a final qualifying paper (list of all the sections and subsections)

## INTRODUCTION

### PART 1. THEORETICAL ASPECTS FORMATION OF PROFESSIONAL COMPETENCE OF THE STAFF IN A HOTEL ENTERPRISE

**1.1** An essence, model and features of the development professional competence of a hotel specialist.

**1.2** Professional competence of staff as a component of enterprise management. Conclusions to part 1

### PART 2. RESEARCH AND ANALYSIS OF THE IMPLEMENTATION OF MANAGEMENT PROFESSIONAL COMPETENCE SYSTEM OF THE PERSONNEL AT SELFISH CLUB HOTEL, Kyiv

**2.1** Analysis of the management of the hotel staff professional competence in hotel "Selfish Club", Kyiv

**2.2** Assessment of the staff professional competence formation and implementation in hotel "Selfish Club".  
Conclusions to part 2

### PART 3. RECOMMENDATIONS FOR IMPROVING THE EFFICIENCY MANAGEMENT PROFESSIONAL COMPETENCE OF THE STAFF OF ENTERPRISE "Selfish Club"

**3.1** Directions for improving the professional competence of the personnel at the hotel "Selfish Club"

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Conclusions and suggestions

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5. Time schedule of the paper:

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		planned	in fact
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13	Defending of the final qualifying paper in the Examination Board	According to the schedule	According to the schedule

6. Date of receiving the task: \_\_\_\_\_

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## **10. Resume of a scientific adviser of a final qualifying paper**

Student Kharchenko V.G. completed the final qualifying paper, according to the issued task and the approved schedule.

The student substantiated the need to form a professional competence system of the hotel staff, provided the analysis of the management of the staff system in hotel Selfish Club, assessed the formation and implementation of professional competence of the hotel staff in Selfish Club hotel.

In the paper the directions for improving the professional staff competence are proposed, recommendations for improving the management system of human resources professional competence are provided.

Based on the evaluation, the economic and social effect was determined.

The final qualifying paper is made according to the requirements.

The final qualifying paper is a qualified final work and is recommended for defense in the examination commission.

Scientific adviser of a final qualifying paper

Avdan O.H.

## **11. Resume about a final qualifying paper research**

A final qualifying paper (project) of the student

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can be admitted to defence in the Examination Board.

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\_\_\_\_\_ Melnichenko S. V.

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\_\_\_\_\_, \_\_\_\_\_, 2020

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## INTRODUCTION

Relevance of research. The development of market of hotel services in Ukraine takes place in the conditions of market transformation, technologicalization and informatization of society, rapid changes in the preferences and needs of consumers of services. The industry of hotels is an important factor in ensuring the economic stability of the state, the formation of a positive perception of Ukraine in the world community.

At the same time, the development of hotel services also plays an important role in the implementation of state social programs and tasks, the provision of individual services to the general population.

In the conditions of considerable competition in the market of hotel services the problem of their quality, conformity of services to modern world needs and requirements becomes more and more important.

All this encourages the training of competent personnel who have a wide range of knowledge and skills, high professional culture and appropriate professional thinking. Conditions of socio-economic instability in critical and transitional periods objectively increase society's requirements for the professional competence of future hotel professionals. Forecasting and achieving a high level of quality of hotel services is impossible without the formation of stable personal and professional competencies, as well as professionally important personality traits. Successful professional activity of any specialists is determined by certain personal and professional qualities, the degree of their compliance with the requirements of a particular profession.

A modern hotel service specialist is a highly competent person who is able to:

- personal communication;
- compromise and understanding;
- enduring professional work;

- constant professional self-improvement, etc.

Such features of modern professional work of a hotel service specialist require appropriate changes in his training.

In most cases, the future specialist in real working conditions is not always able to solve professional situations and problems on their own. There is a certain caution and uncertainty in the performance of their functional responsibilities, which significantly affects the effectiveness of their professional self-development in the new working conditions.

Resolving these contradictions requires the definition of new forms, methods and techniques in the organization of educational and cognitive activities of future hotel professionals, the formation of the required level of their professional competence, as the main prerequisite for effective work of professionals in today's travel market.

Thus, scientific research aimed at studying the process of forming the competence of a hotel services specialist is an important scientific problem in solving modern educational problems of tourism education. The urgency of this problem, the need for analysis, generalization of domestic and international experience in training competent specialists in hotel services led to the choice of dissertation research topic: "Formation of professional competence of future specialists in hotel management in the process of professional training."

The purpose of the study: to theoretically substantiate, develop and experimentally test the method of forming the professional competence of future specialists in the hotel industry in the process of professional training.

Research hypothesis: the success of the formation of professional competence of future specialists in the hotel industry is made possible by compliance with the following pedagogical conditions:

- organization of professionally motivated activities of future hotel specialists; - use of competence-activity approach with systematic solution of real professional situations and problem tasks;

- application of modular technology of competence-oriented educational activity of future specialists of hotel business;

- activation of independent professional activity of students in the process of passing educational, technological and industrial practices.

To achieve this goal, we have identified the following tasks:

- to analyze the state of the researched problem in pedagogical theory and practice, domestic and foreign experience on formation of competence of experts in hotel business in the course of their preparation;

- identify the components and levels of professional competence of the future hotel specialist;

- substantiate the pedagogical conditions for the formation of professional competence of future professionals;

- to develop and experimentally test the method of formation of professional competence of future specialists in the hotel industry.

Object of research: professional training of a hotel service specialist.

Subject of research: content, forms and methods of formation of professional competence of a hotel specialist.

The methodological basis of the study are: the main philosophical, psychological and pedagogical provisions on the essence of the concept of "competence", scientific provisions of competence-activity and system approaches to determining the methodological principles of professional competence of hotel business, building modern models of professional competence, scientific provisions of problem and 8

modular approaches on the development of appropriate vocational training technologies.

Theoretical foundations of the study are the provisions of modern psychological and pedagogical science on: the theory and practice of teaching and education in higher education (A. Aleksyuk, R. Gurevich, I. Zyazyun, V. Kremen, A. Kolomiets, N. Moiseyuk, N. Nychkalo, M. Smetansky, etc.); theory and methods of vocational education (S. Batishchev, S. Goncharenko, V. Lugovyi, I. Smirnov, etc.); theories of competence approach (O. Bondarenko, V. Zhukova, E. Pavlyutenkov, V. Petruk, O. Pometun, V. Svistun, L. Tarkhan, etc.); formation of professional competence of future specialists (V. Barkasi, M. Vachevsky, L. Voloshko, D. Godlevskaya, T. Dobudko, M. Elkin, L. Karpova, T. Mala, G. Monastyrna, L. Povazhna, O. Spirin, T. Tkachenko, V. Fedorchenko, N. Khmilyarchuk and others).

To test the hypothesis and solve the tasks, a set of the following research methods was used: theoretical - study and analysis of pedagogical, psychological and special literature to substantiate the concept of "competence", determine the main structural components of professional competence of future hotel services, justify pedagogical conditions formation of professional competence, definition of conceptual approaches to formation of professional competence of future specialists of hotel business, generalization of results of domestic and foreign researches on the specified problem for the purpose of development of competence-oriented technique of professional training of future experts of hotel economy; empirical - a method of pedagogical observation; interviews, questionnaires; method of generalization of independent characteristics; method of psychological testing, expert evaluation, analysis of student performance; method of pedagogical experiment - to check the effectiveness of pedagogical conditions and the developed method of forming the professional competence of future specialists in the hotel industry; methods of mathematical statistics - for the interpretation and generalization of research results.

## **Part 1. THEORETICAL ASPECTS FORMATION OF PROFESSIONAL COMPETENCE OF THE STAFF IN A HOTEL ENTERPRISE**

### **1.1 An essence, model and features of the development professional competence of a hotel specialist.**

The concept of "competence" has recently entered the active vocabulary. In the literary language, it appeared in the nineteenth century in a meaning borrowed from Latin, mostly in the official vocabulary. In scientific terminology, it was established only in the XX century.

Competence - a range of issues in which the specialist is well informed, certain powers. Competence (from the Latin *competo* - achieve, answer, approach) is defined as: the range of powers granted by law, statute or other act to a specific body or official;

- knowledge, experience in a particular field. The analysis of the proposed definitions allows us to assert the existence of two levels in the definition of competence:

- official: legally established range of powers of the organization or official;

- informal: determines the authority of a person in a particular field of knowledge or activity, which depends on the personal characteristics of man, his knowledge, skills, abilities, both special and general [1].

According to A. Bandura, people who are aware of their self-efficacy make more efforts to perform complex tasks than people who have serious doubts about their abilities.

In turn, the high efficiency associated with the expectation of success usually leads to good results and thus promotes self-esteem. From this point of view, people who feel incapable of overcoming difficult or dangerous situations may pay too much attention to their own shortcomings, incompetence. A. Bandura emphasized that those

who consider themselves “incapable of success” are more capable of mental representations of a failed scenario and focus on the fact that everything will be bad. Confidence in the inability to succeed weakens motivation and hinders behavior.

Socialization is important for an adult in acquiring a profession, and with the dynamic development of production technology, a person often has to change his profession and qualification several times in his life. When changing a profession or position, there is a need to master the skills of interpersonal communication, additional professional competencies and qualifications. Representatives of various fields of foreign psychology, pedagogy and sociology in one way or another studied the problems of competence, considering in their theories certain aspects of them [2].

The concept of "competence" is broad and multifaceted, so in the study of various aspects of life, personal characteristics of a person there are definitions of competence directly related to a particular personal or social object. Thus, A. Bodalev distinguishes socio-psychological competence as one that in its content resembles what was once called the worldview. It allows an individual to navigate in any social situation, make the right decisions and achieve the goal.

According to the author, socio-psychological competence consists of communicative, perceptual (cognitive) competence and knowledge in the field of interaction, behavior. A. Bodalev distinguishes two types of socio-psychological competence: vital and professional. Vital - the result of socialization, ie adaptation to specific conditions.

It finds expression in various fields: in the family, services, public places, in international relations. Professional socio-psychological competence consists of scientific pictures of the world and knowledge in the field of communication on important deep knowledge in the field of business communication, mental influence, patterns of perception and knowledge of each other based on appearance, behavioral symptoms, visual diagnosis.

Modern domestic psychologists define communicative competence as the ability to quickly and accurately orient in a communication situation based on the communicative experience of the individual (O. Sannikov), or as a set of qualities necessary for optimal implementation of interpersonal communication (S. Bratchenko) [3].

A wide range of works by domestic authors is devoted to professional competence. The problem of professional competence as a multidimensional phenomenon has been thoroughly studied in the works of S. Honcharenko, V. Bezdukhova, O. Dakhina, B. Elkonin, A. Markova, N. Nychkalo, and others.

Studies of well-known scientists show that at the beginning of the process of professional development a person often forms an incomplete structure of activity, which for many years is improved (or not improved) to full, by adding new aspects.

The core of the profession - professional functions, the quality of which determines the professional competence. B. Gershunsky notes that professional competence is determined mainly by the level of professional education, experience and individual abilities, a person's desire for continuous self-improvement and self-education, a creative attitude to work. Thus, the concept of "professional competence" is inextricably linked with self-development, self-education of the individual [4].

Analyzing the above, it can be argued that ensuring the required level of professional competence of the future specialist in the hotel industry in the new working conditions should include first of all:

- active continuous improvement of professional competence in accordance with the requirements and needs of the hotel services market;
- clear definition of criteria for readiness to form the structural components of professional competence: the presence of cognitive interest, awareness of the

importance of professional activity, a creative attitude to the performance of professional duties.

Today, the concept of competence is an integral part of scientific vocabulary, its scope is wide. Thus, it can be noted that various authors use the concept of competence as a certain, high enough level of human mastery of a particular type of professional activity, or a certain system of knowledge [6].

It should be noted that the types of competencies identified by us in the research process are directly dependent on the activities they characterize. Consider more thoroughly the concept of competence in the context of professional activity.

Among the scientific works devoted to this problem, we can distinguish two groups:

- scientific works devoted to the study of professional competence in general, as a concept that characterizes the level of mastery of any professional activity;
- works in which the analysis of professional competence of representatives of certain professional groups is given: managers, teachers, medical workers, etc.

N. Matyash believes that professional competence can be defined as the level of skill that a person achieves through professional development. A. Markov understands professional competence as an individual characteristic of a person's compliance with the requirements of the profession; as a combination of mental qualities and state that allows you to act independently and responsibly.

Methodologically substantiating the professional activity of a person, determining the main phases of professional development, E. Klimov determines the importance of professional competence in becoming a specialist. Unformed or contradictory components of professional competence can be a source of contradictions on the way to professional development.

Contradictions may arise in the structure of competence (knowledge, skills, awareness, experience):

- between special competence and social (knows his business, but misunderstands people);
- between special competence and personal (knows his business, and poorly, incorrectly knows and reflects himself, his mental states and qualities, not focused on any means of conscious self-regulation, self-study, self-correction);
- between one-sided personal competence and social (giving importance to their mental states, experiences, the employee has a bad idea of the inner world of other people, attributing to them their possible states) [9].

In psychological and pedagogical research often used close but not identical concepts such as: professionalism, professionalization, professional competence. E. Klimov believes that "professionalism should be understood not as the usual high level of knowledge, skills and results in a particular field of activity, but as a kind of systemic organization of consciousness, human psyche ...".

A. Markov distinguishes the following levels of professionalism: pre-professionalism; professionalism; superprofessionalism; unprofessionalism or pseudoprofessionalism; post-professionalism.

Each level has three stages:

- human adaptation to the profession;
- self-actualization of a person in the profession;
- free possession of a person's profession, which is manifested in skill.

Agreeing with this point of view, A. Markova emphasizes that professionalism is not only the achievement of high professional results, not only productivity, but also

the presence of psychological components - a person's inner attitude to work, the state of his mental qualities [10].

The professional competence of a hotel specialist should be considered in all areas of personal existence: need-motivational, operational-technical, self-awareness in the context of a certain professional activity. Competence can also be seen as a state, and professionalization as a process.

The concept of "professional competence of the individual" is closely related to social interactions and personal traits. V. Koziev considers professional self-consciousness as a complex personal mechanism that plays an active role in professional activity, through which active self-development, conscious formation of professionally important personality traits, professional competence and skill is possible. In general, professional self-awareness can be considered as self-awareness of the individual in the professional sphere: to be aware of their needs, values, social roles and motives of professional activity; assessing their professional importance, determining the cause of successes and failures, making the necessary adjustments in the activities, determining the prospects for their professional self-improvement [11]. Motivation is a set of all motives that influence human behavior.

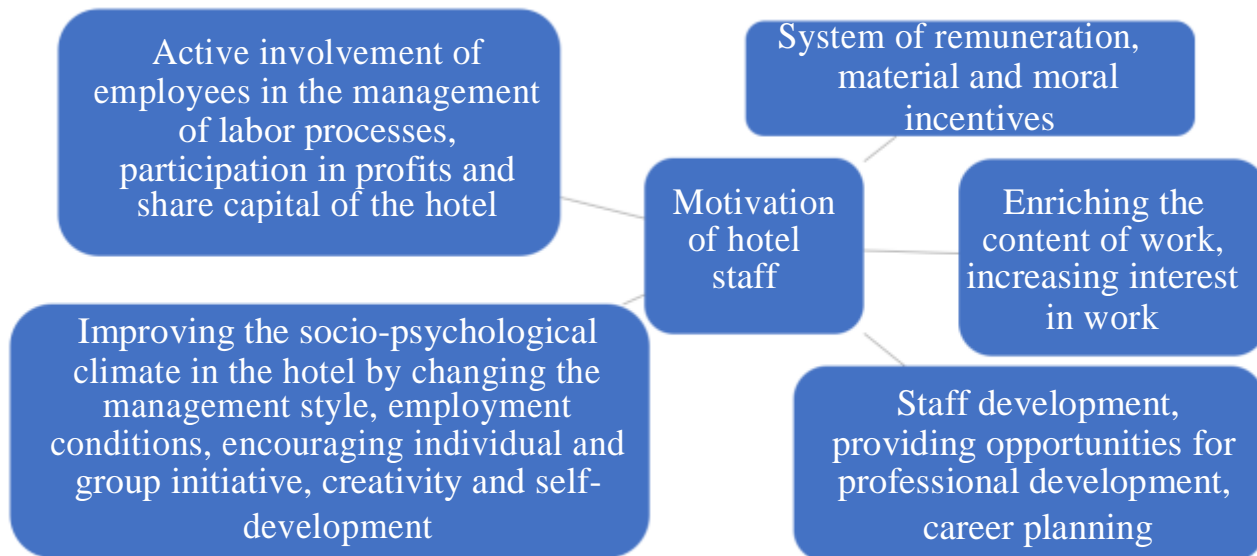


Fig. 1.1 - Motivation of hotel staff

Motivation allows to solve such tasks as: stabilization of the team, increase of labor productivity and interest in mobility (professional), ensuring systematic growth of qualification. The structure of the motivational sphere plays an important role in mastering the profession of a hotel specialist [14].

Positive motivation leads to the formation of the competence of a specialist in the hotel industry. If a person comes to the hotel industry, guided by the motives of the vocation - it will contribute to the rapid mastery of the profession, the growth of professionalism. The main task for a hotel specialist with a high level of competence to be useful to society, to provide comprehensive assistance in the implementation of the intentions of consumers of hotel services, the desire to serve at a high level. If negative motives are brought to the hotel industry, then high professionalism cannot be achieved. The middle class between the two is occupied by a hotel specialist, for whom the main task is to provide accommodation, rather than providing quality hotel service to consumers of hotel services, namely: the desire in any case to provide accommodation without quality service.

In the literature we have studied, there is no single approach to determining professionally important qualities. And conditionally they can be divided into two groups:

- the leading criterion of professionally important qualities - efficiency, reliability and success of its implementation [15].
- the basis of professionally important qualities - their compliance with the requirements of the profession. People, team, conditions of their development, service, management are the main subject of this group. The main feature of the hotel specialist is the interaction between people. The ability to communicate, communicate with consumers of hotel services, to achieve mutual understanding in the process of performing professional functions is the most important condition for high efficiency of this type of employees.

The system of knowledge, skills, abilities of the future specialist in hotel business is a necessary condition for success in his practical professional activity, which involves unmistakable actions of the specialist in carrying out professional actions with appropriate motivation, moral and psychological qualities of the specialist. The tools of the professions of this group are, on the one hand, various devices, tools, apparatus and direct human actions, namely the functional means of the body - speech, behavior, rules for solving practical problems.

When it comes to the social conditions of employees of the group of professions "Man - Man", it should be emphasized that they make high demands on the moral appearance of the employee, his discipline, integrity, responsibility [16].

Researchers of professionally important qualities approach their classification differently. Quality related to the state of health, which the researcher considers absolutely mandatory. The second group includes the belief in the high purpose and understanding of the profession, ideological conviction, interest in the profession, principledness, discipline, ability to control emotions, creativity, agility, patience.

Some researchers group professionally important qualities on the following grounds:

- attitude to work, one's business, to oneself and others;
- divided into "business", "communicative", "personal".

According to E. Klimov, “the most important is the meaningful side of the personality: attitude to people, society, work, degree of responsibility, initiative, diligence. It has the opportunity to compensate for the lack of special abilities, to stimulate the development of a number of professionally important traits.

*Table 1.1*

Groups of professionally important qualities

Creative activity	Care	Responsibility
Independence	Discipline	Persistence
Initiative	Hard-working	Responsibility
Activity	Honesty	Organization

Creative attitude to business Mental abilities, experience, knowledge		Industry Efficiency
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Professionally important qualities and personality traits in the survey of future hotel professionals according to the system of K. Platonov, we have grouped into three groups: general-professional, ensuring the success of any professional activity; typical - inherent in the professions of this professional group, in particular "man-man"; special - characteristic of a particular profession [17].

This approach, in our opinion, is more detailed and allows you to choose from a large list of necessary, although here the accuracy is relative. But in general, in our opinion, it may be acceptable for modeling the professional competence of a service worker.

On the basis of the conducted theoretical research, observation of a condition of activity of workers of hotel business, interrogation of students, we have revealed the following professionally important qualities of the future expert in hotel business.

*Table 1.2*

Professionally important qualities of the future specialist in the hotel

General professional	Typical	Special
Interest in the profession	Communicativeness	Memory speed Memory time
Persistence	Mobility	Attentiveness
Purposefulness	Kindness	High distribution of attention
Discipline	Social activity	Politeness
Industry	Emotional stability	Patience
Responsibility	Social perception	Speed of mental operations
Optimism	Expressiveness and clarity of speech	Stress resistance
Cleanliness	Morality	

Thus, considering the professional competence of the future hotel specialist as a psychological and pedagogical category, we can conclude that in his professional activity is essential emotional stability of the individual, the ability to resist those

negative emotions that can be manifested in professional functions, stress. Negative emotions can be minimized due to deep confidence in the importance of the work performed, its high social usefulness.

Professional training focused on the formation of professional market values requires the definition of new forms of educational and cognitive activities, justification of motivational factors, organization and design of appropriate psychological and pedagogical conditions of the educational process, the formation of a specialist with a modern type of professional thinking. atypical tasks on the competitiveness of the product of labor [20].

Thus, having analyzed the above, we consider the professional competence of a hotel services specialist as a psychological and pedagogical category and perceive it on four levels: ideological, theoretical, practical and creative.

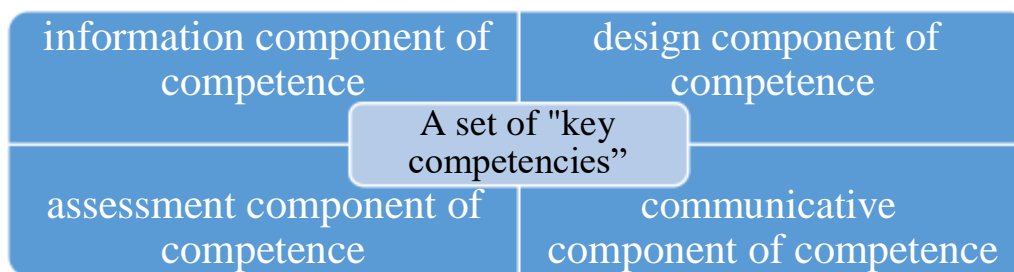


Fig. 1.2 - A set of "key competencies" in the form of four components

The recommendations of the Council of Europe on the definition of five groups of key competencies, the possession of which is the main criterion for the quality of training [2].

It can be assumed that for the professional competence of a modern hotel specialist, key personal competencies, key principles of professional competencies and key special competencies are the main structural components [22].

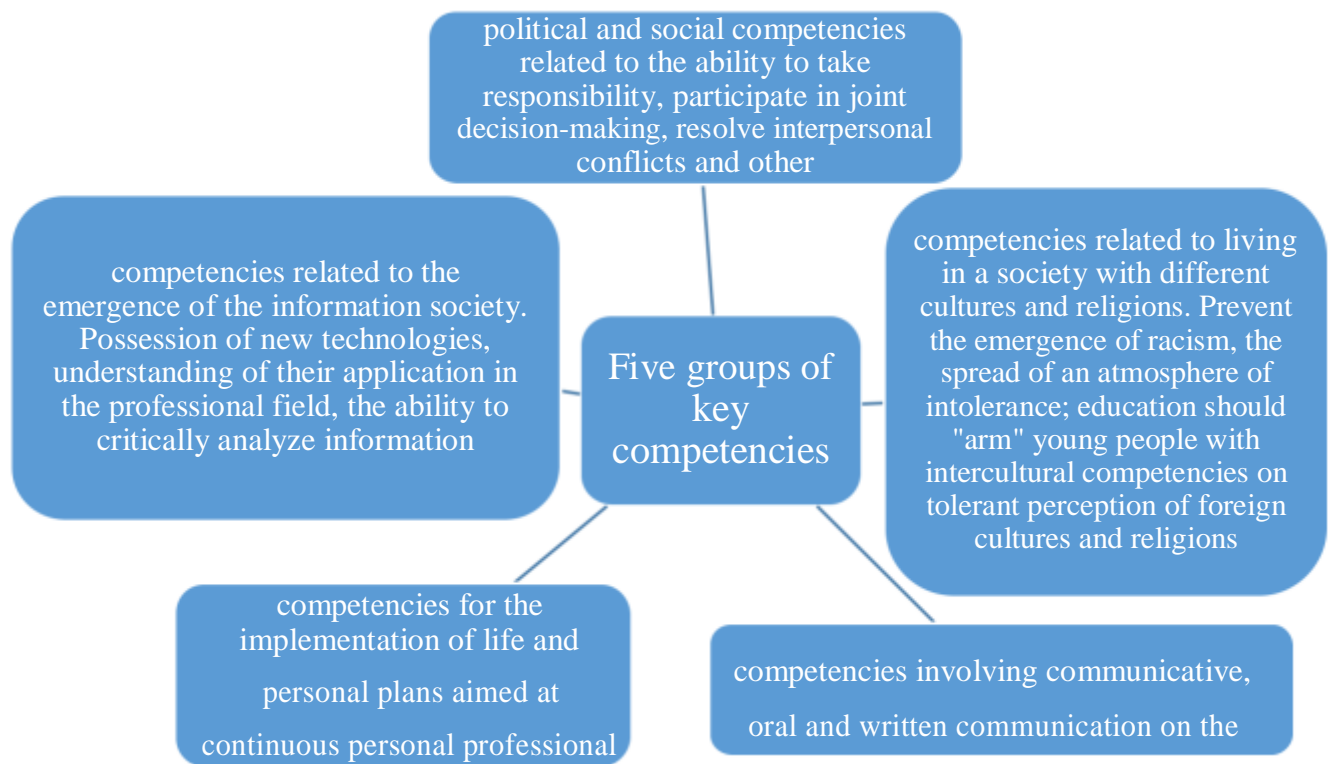


Fig. 1.3 - Five groups of key competencies

Summarizing these approaches, we can conclude that the key professional competencies of specialists in hotel services offer a range of powers that are suitable for any person of professional work in the private sector, and professional competence can be considered according to the relevant knowledge, changes, skills, convenience internal world perception of personality - needs, institutions, professional guidelines and motives, ideas about themselves, their professional qualities, the results of their own activities.

Based on the above, we can conclude that the professional competence of the future specialist in public administration is an integrative personality trait that combines personal qualities, knowledge and change that ensure the readiness of the future specialist in the hotel business to effective professional activity.

## 1.2 Professional competence of staff as a component of enterprise management.

Problems of formation of personnel competence as an object of strategic management of the enterprise are considered by such Ukrainian scientists as: VV Blyznyuk, DP Bohynia, OA Grishnova, OV Krushelnytska, LS Lisohor, D. P. Melnychuk, IL Petrova and many others. Despite the high professionalism of the above scientists, there is a wide range of issues for the study of market aspects of the formation of the competence of the personnel of enterprises in modern conditions [23].

Components of the general competence of staff can be considered.



Fig. 1.4 - Components of general staff competence

We consider professional competence as the level of theoretical knowledge and the ability to apply them in practice;

- social competence - as the ability to effectively interact and communicate constructively;
- organizational competence - as the ability to solve problems independently, the ability to organize their work;
- personal competence - as a reality of self-esteem, responsibility, work culture, ability to social and professional adaptation;

- competence of self-realization - as the ability to self-development, self-learning, psychological and professional self-realization [24].

Considering the competence of personnel as a component of strategic management, we consider it appropriate to determine the need to manage its formation.

In our opinion, incentives, analysis and forecasting of staff competence should be considered components of management.

Stimulating competence includes certain tasks that should be attributed

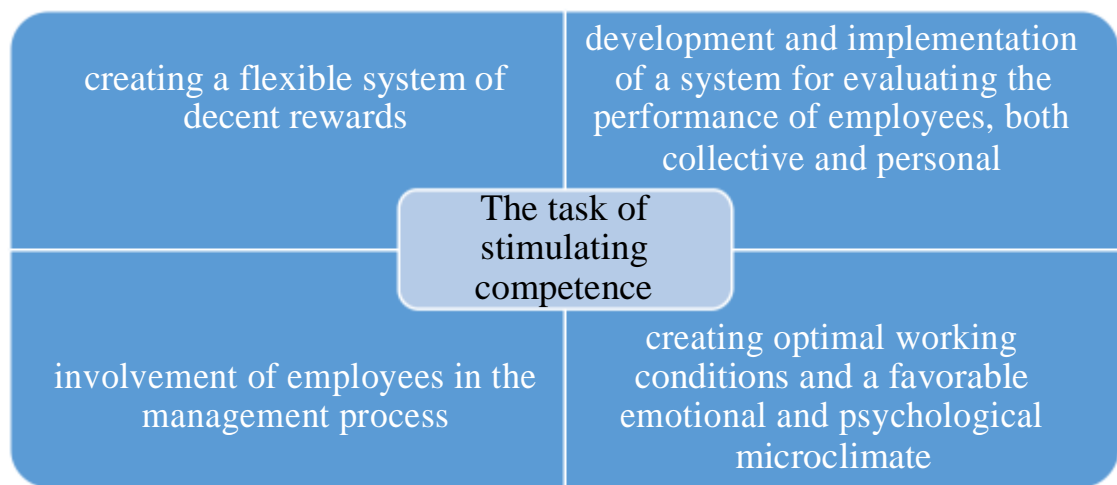


Figure: 1.5 - Head of competence stimulation

The result of such a comparison of the needs and resources of the enterprise can be: relocation, movement, recruitment, training, retraining, mastering the second higher education and profession. Forecasting the competence of staff is to determine for a certain period of time the required number of staff and the level of its competencies for the company in accordance with the strategic goal and operational objectives of its activities [25].

When choosing a strategy of personnel management, it is necessary to take into account the factors of external and internal environment that affect the content of programs and measures to improve staff competence.

*Table 1.3*

## External and internal factors of strategic personnel management

External	Internal
Requirements of national labor legislation	Hierarchical structure of the enterprise
Relations with trade unions, the influence of trade unions, rigidity in defending the interests of workers	Technologies used
Territorial location of the organization	Production requirements, strategies and goals of enterprise development
The state of the economic situation	Leadership style
Situation and prospects of labor market development (quantitative and qualitative characteristics of labor supply, supply conditions)	Financial capabilities of the enterprise
Demand for labor from competitors, which affects the level of wages	Financial capabilities of the enterprise

At the enterprise level, we offer the following areas for personnel competence management.

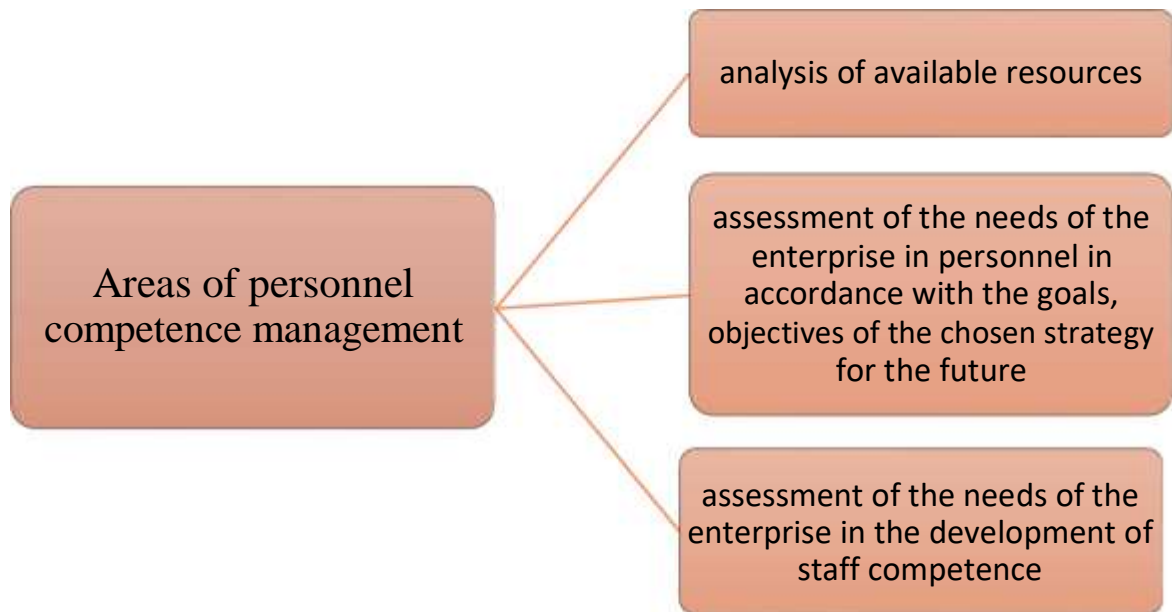


Fig. 1.6 - Areas of competence management

## **Conclusion to part 1**

Thus, the formation and management of staff competence is an important component of strategic management of the enterprise and contributes to the competitiveness of the individual employee, product, enterprise as a whole.

The basis of personnel management strategy is the growing role of the employee's personality, knowledge of his motivational attitudes, the ability to form and guide them in accordance with the tasks facing organizations. Personnel management policy is based on personnel management strategy, which together with production, financial and economic, scientific and technical, marketing strategies is an element of the overall strategy of the enterprise and is a connecting element that combines the goals and objectives of the enterprise with operational activities.

## PART 2. RESEARCH AND ANALYSIS OF THE IMPLEMENTATION OF MANAGEMENT PROFESSIONAL COMPETENCE SYSTEM OF THE PERSONNEL AT SELFISH CLUB HOTEL, Kyiv

### 2.1 Analysis of the management of the hotel staff professional competence in hotel "Selfish Club", Kyiv

The hote Selfish Club has many units that function harmoniously with each other and are a well-established system. The organizational structure of hotel Selfish Club s described in more detail in Figure 2.1.

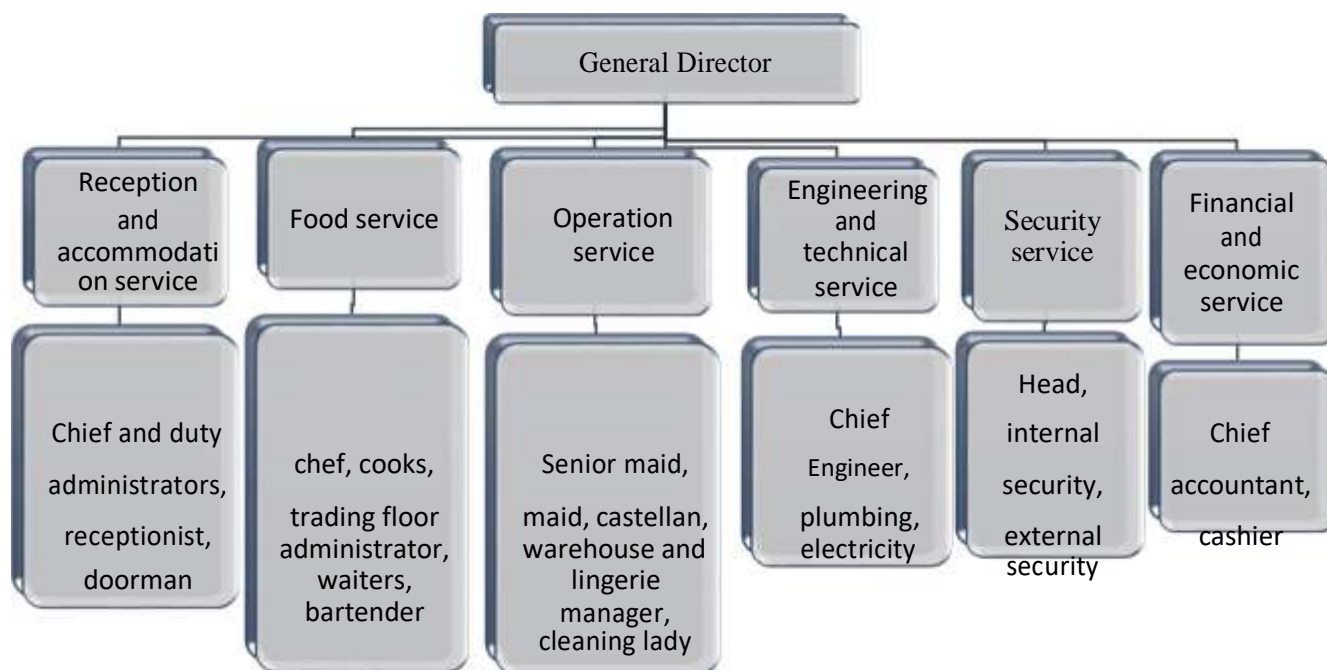


Fig. 2.1 - Organizational structure of the hotel "Selfish Club"

The following services are provided to guests at the Selfish Club Hotel:

1. Room service, the main task of which is to ensure a comfortable stay of guests in the hotel. Khreschatyk hotel offers 136 comfortable rooms of different category. The service employs floor maintenance staff (maids, cleaners), linen, castellan, laundry. Workers of hotel Selfish Club work in a collective and individual form of labor



organization. The total number of staff on the floor is 6 people. There are 10 rooms per maid, and the timing of costs for one technological operation is as follows: general cleaning - 30 minutes, cleaning after the departure of the guest and current cleaning - 20 minutes, intermediate cleaning - 10 minutes.

2. Catering service of restaurant and hotel complex Selfish Club provides customer service in restaurants and bars of the hotel, organizes and serves banquets. Without leaving the territory of the hotel you may visit an island of Japanese Indian, Chinese, and Thai and Indian cuisine, Ukrainian dumplings and pampushki or have a rest at the world famous lounge bar Buddha bar. The menu includes a large selection of sandwiches, salads, snacks, hot dishes and alcoholic beverages. Breakfast at the hotel - buffet.

3. Engineering and technical service of hotel Selfish Club are controls and carries out repair and preventive measures of all engineering systems of the hotel: water supply and heat supply; sewerage; sanitary equipment; central heating; ventilation and air conditioning systems; lighting; transport systems in the hotel; low-current installations; phone connection; internal operational communication; broadcasting and television network;

4. The security service is a third-party company (Argus LLC). In the Selfish Club it has a personal production base, engineering, installation and service departments. All departments of the company have proven themselves very well in terms of quality of performance.

5. The personnel department is engaged in the formation of personnel of the organization (planning, selection and hiring, dismissal, fluidity analysis); staff development (professional orientation and retraining, certification and assessment, promotion); improving the organization of labor and its stimulation.

6. The booking department accepts applications both by phone and Internet.

7. The finance department of hotel Selfish Club provides accounting, control of financial turnover resources, is responsible for the availability of material and technical and production resources in the hotel; consists of accounting and planning and economic department.

8. The marketing department analyzes the dynamics of market conditions; searches for opportunities to enter new markets, search and development of channels for the promotion of hotel services, regular reviews of the hotel market and pricing policy; assesses the potential of major market and sales segments; researches consumer demand in order to identify the most promising hotel services; receives, processes and systematizes information about hotel customers; forms the client base by demographic and social variables; analyzes the competitive environment of the hotel; analyzes the activities of the hotel and its main competitors; analyzes the results of the hotel according to the main technical and economic indicators; works towards the creation and maintenance of the site on the Internet, e-advertising and booking tools; plans marketing activities, compiles advertising programs.

9. Conference service Selfish Club hotel 4\* is a perfect place for holding conferences, trainings and seminars, business meetings and negotiations. Selfish Club conference center includes multifunctional offices, equipped with individual air-conditioning and heating systems, built-in monitors, multimedia projectors, sound system, microphones, flipcharts and other necessary equipment. There is cable Internet and Wi-Fi in each hall. Selfish Club Grand Hall equipped with stage and large screen (Total area 450 sq.m, capacity up to 500 people); Volodymyrsky Conference Hall (Total area 108 sq.m, capacity up to 100 people); Andriyivsky Conference Hall (Total area 72 sq.m, capacity up to 55 people); Mykhaliyivsky Conference Hall (Total area 50 sq.m, capacity up to 30 people); Sofiyivska Meeting Room (Total area 50 sq.m, capacity up to 6 people); Selfish Club Office Center (4 comfortable offices with exquisite interior and exclusive furniture. Perfectly suits to VIP meetings). (business

center) - is engaged in the organization and holding of various conferences, symposia, etc., ie is the main unit that provides business services in the hotel; In addition to the main services in the hotel there are also auxiliary: supply department, warehouses, laundry, production and shop department, computerization sector. The hotel staff follows the rules of internal work regulations and individual job descriptions. In general, the system of organization of reception and service of tourists in the hotel "Selfish Club" works EFFECTIVELY. All services provided by the hotel category function well.

The main technological cycle is determined by the conditions of hospitality: the culture and quality of service, the form of labor organization, types of cleaning technologies. There are three types of basic technological cycles - closed, open, hospitality technology.

Auxiliary technological cycles provide the conditions necessary for the implementation of the main cycles: control over the technical and aesthetic condition of equipment and premises, their maintenance and repair. There are two types of auxiliary technological cycles: technological cycle of control over the technical and aesthetic condition of the premises and technological cycle of control over the technical condition of equipment, mechanisms and automation.

Servicing technological cycles are connected with operation of the equipment and rooms (cleaning, cleaning), storage and movement of raw materials, materials, semi-finished products, finished goods, information. They are carried out by warehousing, transport and technical services. There are six types of service technology cycles: cleaning of residential premises, laundry, use of detergents and cleaning, information technology, booking and reservation technology. The structure and content of the technological process of reception and accommodation in the hotel enterprise: technological cycles and technological operations.

The process of production of hotel services is determined by the traditional guest cycle: arrival - accommodation - departure. The main technological process of production of hotel services, which provides the preparation of the functional process of "roofing", includes the main, service and technological cycles. The main technological cycle is determined by the "closed hotel cycle of reception and accommodation", consisting of technological cycles: reservation, guest reception, registration of documents, prepayment, accommodation, night audit, organization of departure and settlement after departure.

Service technological cycles are connected with introduction of information technologies, storage and movement of the information, maintenance of protection and safety of the enterprise, operation of the equipment and rooms. They are carried out by warehousing, transport and technical services. There are four types of service technological cycles: information technology, booking and reservation technology, technological cycle of security and safety, cleaning technological cycle of non-residential premises.

Auxiliary technological cycles, providing control over the technical and aesthetic condition of premises, equipment, mechanisms and machines, are common to the main technological processes of production and consumption of hotel services. The most important thing in the hotel is the qualified staff, its number, experience, education, etc. In order for the hotel to develop, it is necessary that the skills of the staff are consolidated by experience. The labor potential of the hotel is schematically shown in table 2.1.

*Table 2.1*

The structure of labor potential of hotel Selfish Club by different characteristics

Category	Reporting period		Previous period	
	Person	%	Persons	%
The structure of labor potential by sex				
M	33	32	34	35
W	70	68	62	65

Together	103	100	96	100
The structure of labor potential by age				
Up to 35	43	42	30	31
35-45	47	46	42	44
From 45	13	12	24	25
Together	103	100	96	100
The structure of labor potential by the quality of training				
Higher education by	60	58	58	60
Secondary education by	23	22	28	29
Without professional	20	20	10	11
Together	103	100	96	100
The structure of labor potential by category of personnel				
Head	2	2	2	2
Specialist	51	50	45	47
Technical staff	50	48	49	51
Together	103	100	96	100
The structure of labor potential by length of service in the industry				
None	11	11	9	9
Up to 5	31	30	32	33
5-10	51	50	44	46
From 10	10	9	11	12
Together	103	100	96	100

Based on the data in Table 2.1, it can be concluded that the number of staff at the Selfish Club Hotel has increased as a result of staff expansion. As in 2018, it was 96 people, and in 2019 it was 103 people. Women prefer to work in the field of hospitality, they are in percentage - 65%, and men only 35%. Most employees with work experience of 5-10 years, so they are older than 35 years.

As the hotel has qualified staff, the largest share is occupied by people with higher education in the specialty. The management of the hotel, although it solves the most important problems and makes complex decisions, but it is the least, and most of the technical staff and specialists who perform all orders. Another important step in the study of the functioning of the hotel "Selfish Club" is the analysis of the use of labor resources of the hotel, which are described in table 2.2.

Table 2.2

## Analysis of the use of hotel manpower

Indexes	Previous period	Reporting period	Deviation	
			absolute <sup>(+,-)</sup>	relative, (%)
Average number of staff, persons	96	103	+7	+10.7
Income from sales of services, thousand UAH	8380	11187	+2807	+13.3
Number of serviced clients, persons	16742	22374	+5632	+13.4
Labor productivity in value terms, thousand UAH / person	87.2	109	+21.8	+12.5
Productivity in kind, customers / person	174	217	+43	+12.47

So, after analyzing the data in Table 2.2, we can conclude that the changes are related to the expansion of the staff compared to the previous year. It is known from the financial statements that the income from the sale of services for the reporting year increased by more than 13%. Each employee of the hotel serves about 174 guests per year, and in the reporting year even 217, so for the year this figure is - 16,742, and in the reporting n 13.4% more.

The loss at the enterprise is due to the fact that the hotel outweighs the costs over the income, due to the fact that the logistics have been updated recently, the national currency is not stable and the payment of staff has become more decently paid.

And the analysis of personnel potential of the investigated hotel enterprise "Selfish Club" is described in table 2.3

Table 2.3

**Analysis of the personnel potential of the researched hotel enterprise  
"Selfish Club"**

Indicator	Year		Absolute deviation <sup>(+,-)</sup>	Relative deviation (%)
	2018	2019		

Accounting number at the beginning of the reporting period, persons	96	103	7	10.7
Employees, persons are accepted	12	13	1	10.8
There were employees, in total,	16	18	2	11.25
- due to staff reductions	7	5	-2	7.1
- at his own request, dismissed for	9	13	4	14.4
Accounting number of employees at the end of the reporting period,	92	101	9	11
Average number of employees, persons	94	102	8	11
Reception turnover ratio	12.5	12.6	0.1	10.1
Disposal turnover ratio	16.6	17.5	0.9	10.5
Staff turnover ratio	29.2	30,1	0.9	10

At the end of the year the number of employees decreased, this is due to staff reductions due to reduced funding and voluntary redundancies, as working conditions are not for everyone - someone is not satisfied with wages, and someone unattainable the bar they set, thus explains the reduction of staff.

Thus, the income from the sale of products is growing every year, as the hotel has an active marketing policy, promotes itself to new customers, and maintains a leading position among its regular visitors.

Summarizing the work of the hotel business in the above descriptions and tables, you can adequately assess the advantages and disadvantages of the company on a 10-point scale of quality assessment (table 2.4).

*Table 2.4*

**Characteristics of the main business processes of the enterprise**

The name of the business process	Description	Score for 10 points
----------------------------------	-------------	---------------------

Production of basic services	Accommodation and catering services.	9
Production of additional	Daily cleaning, self parking, rollaway beds, continental breakfast, babysitting services, airport shuttle, wired internet access.	5
Logistics	Bathroom equipped for disabled people, Safe at reception, 24-hour front desk, Concierge service, Dry cleaning / laundry, Luggage storage, Air conditioning, Balcony, Free toiletries, Hairdryer, TV, Satellite TV, Free desk, Desk Wi-Fi, telephone, refrigerator.	5
Personnel management	reward system, material and moral promotion; enrichment of the content of work, increasing interest in work; staff development, providing opportunities for professional and qualification promotion, career planning; improving the socio-psychological climate in the hotel by changing the management style, conditions of employment and work, encouraging individual and group initiative, creativity and self-development; active involvement of employees in the management of labor processes, participation in profits and share capital of the hotel, etc.	8
Marketing	Indoor advertising - business cards, booklets, discount cards, cards for regular visitors, various types of souvenirs and hygiene products with the symbols of the hotel information cards, folders in the rooms and at the reception.  Outdoor advertising - hotel website, banners, pages on hotel and tourist portals and partner sites, booklets and leaflets distributed at public meetings (exhibitions, meetings, conferences, presentations), branded products, as well as signs, advertising on social networks, on billboards, directly on site.	10
innovation management	Update and creation of new production systems. Improving the efficiency of production and marketing activities primarily through increased productivity  staff and reduce all costs. Development and implementation of strategy and tactics for the struggle for leadership based on the concentration of efforts and resources on  the most promising areas of technology development,  technologies, needs, etc. Subordination of activity of all divisions of production systems of a mode of the difficult reproductive conveyor of innovations.	5

Environmental management	Adherence to scientifically sound environmental standards of water consumption in the hotel. Use only modern technical means of water supply in order to avoid its unwanted leakage from taps, toilets and showers. Energy saving at all stages and in all types of implementation and maintenance of the recreational process. Ecologically expedient management of household waste (reduction of their volumes, distribution by types, provision of transportation to the place of utilization, etc.	9
Corporate culture	Training for beginners and advanced training for experienced workers, intensive training, career growth, work in a friendly team.	10

So, after analyzing the data from Table 2.6, we can conclude that the image of the hotel company is in 1st place, for his name, each employee is responsible for their own reputation. This hotel is quite famous because it has been on the market for 37 years, not everyone, even one of the most successful hotels will be able to show such a result.

Corporate culture in "Selfish Club" also plays a very important role, because the quality of services is primarily qualified and experienced staff who are constantly improving their skills and discovering new opportunities. But "Selfish Club" is open not only for experienced workers, but also for beginners, who are happy to teach and willingly share their own experience and skills with their mentors in the field of hospitality.

In general, the work of the hotel company "Selfish Club" has a positive dynamics and follows the trends for today. And today it is fashionable to be healthy, not to harm nature, to use such equipment that will not pollute the environment and the hotel "Selfish Club" knows this, so it uses just such equipment. This coordinated process also applies to innovations, which the hotel management constantly monitors.

*Table 2.5*

**Gender and age characteristics of the staff of the hotel "Selfish Club" as of 30.12.2019**

Age	Men (proportion), %	Women (proportion), %	Together (proportion), %
16-18	5	7	6
18-25	23	26	25
25-35	33	32	32
35-45	29	28	29
45-60	7	6	7
Over 60	3	-	1
Together	100	100	100

Based on the study of Table 2.5 , we can conclude that most employees in the hotel aged 18 to 45, this is due to the fact that the hotel "Selfish Club" work together as experienced professionals and young professionals who have just begun to master the field of hospitality. Selfish Club Hotel is ready to accept and teach the standards of hospitality, hotel rules and give new knowledge and skills to a new employee who is ready to work for the result.

Provision of labor resources is characterized by data given in analytical table 2.6.

*Table 2.6*

Provision of labor resources of the hotel "Selfish Club"

The name of the hotel service	year		deviation
	2018	2019	absolute
Reception and accommodation service	10	11	1
Food service	16	18	2
Room maintenance service	34	36	2
Engineering and technical service	16	16	0
Financial and economic service	11	11	0
Security Service	9	11	2
Total	96	103	7

Thus, according to Table 2.6, it can be seen that the total number of staff working at the Selfish Club Hotel is 96 people in 2018 and 103 in 2019. There was a slight increase in the number of staff, ie in 2019 the number of employees increased by 7 than

in 2018, but the number of employees in some departments has not changed, such as: Engineering and Technical Service and Financial and Economic Service. In the service of reception and accommodation by 1 person more, the number of cooks has expanded due to the hiring of the next cook of the hot process, 2 employees have also joined the service of operation of the number fund.

After analyzing the labor resources of the hotel "Selfish Club", it is necessary to highlight the data on wages. The data are presented in table 2.7

*Table 2.7*

Analysis of wages in the hotel "Selfish Club" as of 2019

Name of department	Number of employees	Salary per month (thousand grn)	Salary per year (thousand grn)
Reception and accommodation service	11	173	2 076
Food service	18	108	1 296
Room maintenance service	36	275	3 300
Engineering and technical service	16	65.8	789.6
Financial and economic service	11	81	972
Security Service	11	45	540
Total:	103	747.8	8973.6

Thus, analyzing the data in table 2.7, we can conclude that the level of wages for the hotel company corresponds to the salaries of employees of 4 \* hotels.

Evaluation of the results of activities and staff development of the enterprise according to the criteria of indicators performs three important functions:

1. information - informs employees about the relative level of their work and allows them to navigate in improving their activities;
2. motivational - directs the employee to better and more productive work, because he sees a direct dependence of official (material) growth on the degree of efficiency of their work;

3. administrative - based on the previous two functions of evaluating the employment of the employee, which allows you to make decisions about increasing (decreasing) transfer, dismissal, etc.

The purpose of diagnostics of the personnel development management system "Selfish Club" is to find reserves to improve the efficiency of personnel management, alternative forecasting of further development of the personnel management system and ensuring the organization with competitive personnel.

The personnel policy of the Selfish Club Hotel is focused on the inclusion of new staff only from the lower level, and the replacement of vacancies in senior positions occurs only from among the employees of the organization.

The system of remuneration in the Selfish Club Hotel is hourly, ie the employee's salary depends on the actual time worked and the tariff rate, and not on the number of works performed. Recruitment is carried out on the basis of the Labor Code.

Dismissal occurs at the employee's own request, with the consent of the parties or in connection with the expiration of the employment contract.

Employees get acquainted with the rules of internal procedure when hiring.

The next step in the analysis of personnel management at Selfish Club is a description of leadership style. Selfish Club Hotel has a democratic leadership style.

The system of remuneration in the Selfish Club Hotel is hourly, ie the employee's salary depends on the actual time worked and the tariff rate, and not on the number of works performed. Recruitment is carried out on the basis of the Labor Code. Dismissal occurs at the employee's own request, with the consent of the parties or in connection with the expiration of the employment contract. Employees get acquainted with the rules of internal procedure when hiring.

Analyzing the current state of the personnel development system at "Selfish Club", it was revealed shortcomings in the organization of personnel management, which is due to the relatively short period of operation of the company in the market.

## **2.2 Assessment of the staff professional competence formation and implementation in hotel "Selfish Club".**

Characteristics of the staff of the hotel and restaurant complex "Selfish Club". For 2019, the staff of the hotel and restaurant complex "Selfish Club" is as follows. (Table 2.8)

Taking into account the combination of a number of positions, the total number of employees of the hotel and restaurant complex "Selfish Club" in 2019 amounted to 24 people.

The average age of the staff is 35-45 years. Most hotel staff have more than 7 - 10 years of experience.

*Table 2.8*

**Staffing of the hotel and restaurant complex "Selfish Club"**

№	Position	Rate
1.	Director	1
2.	The manager	1
3.	Accountant-cashier	1
4.	Head of the farm	1
5.	Administrator	4
6.	Maid with the functions of administrator, storekeeper	4
7.	Cook	1
8.	Seamstress	0,5
9.	Chambermaid	2
10.	Waiter	8
11.	San fitter. technical systems and equipment	0,5
12.	Electrician	0,5
13.	Janitor	1
14.	Assistant chef	1

The staff of the hotel and restaurant complex "Selfish Club" is mostly female.

Management style

The personnel management style of the Selfish Club hotel and restaurant complex is democratic:

- There is a desire to solve as many issues as possible collectively;
- Informing subordinates about the state of affairs in the team;
- Constant contact with subordinates;
- Friendly attitude to subordinates.

Recruitment is carried out on the basis of the Labor Code. Dismissal occurs at the employee's own request, with the consent of the parties or in connection with the expiration of the employment contract.

Employees get acquainted with the rules of internal procedure when hiring.

The rules of procedure consist of the following items:

1. The order of admission and dismissal.
2. Basic rights and responsibilities of the employee.
3. Rights and responsibilities of the employer.
4. Working hours and its research.
5. Penalties for violation of labor discipline.

For administrators and maids there is a shift schedule, 12 hour working day from 9.00 to 9.00. For a month the senior administrator draws up a schedule of shifts.

Features of the working hours and rest time:

1. The employee is set a full-time job.

2. Features of the working time mode: mixed working mode according to the shift schedule.

The working week is 36 hours.

The employee is granted annual paid leave, in accordance with the legislation of Ukraine, according to the approved schedule of leave:

- Basic leave - 28 calendar days;

The personnel policy of the hotel and restaurant complex "Selfish Club" is focused on the inclusion of new staff only from the lower level, and the replacement of vacancies in senior positions occurs only from among the employees of the organization.

The system of remuneration in the hotel and restaurant complex "Selfish Club" is hourly, ie the employee's salary depends on the actual time worked and the tariff rate, and not on the number of works performed.

The main categories of motives and incentives used in the management of the hotel and restaurant complex "Selfish Club" to motivate employees are presented in table 2.9.

Table 2.9

**Motives and incentives**

Group designation	Motives and incentives
Material reward	Wages, material payments
Social welfare	Medical and pension insurance, social benefits, care for children and relatives
Moral reward	Letters of morality, oral encouragement, title,
Training, advanced training	Advanced training courses
Group designation	Job satisfaction, respect

The state of the socio-psychological climate in the team. In order to determine the emotional level of the formed relations in the team, it was decided to diagnose the socio-psychological climate of the staff of the hotel and restaurant complex "Selfish Club"

Marketing activities of the hotel and restaurant complex "Selfish Club".

Selfish Club Hotel and Restaurant Complex does not have an advertising policy.

Incentives for customers are also not carried out, there are no discounts for customers.

Selfish Club Hotel and Restaurant Complex also does not conduct PR campaigns.

Thus, we can conclude that marketing communications in the hotel and restaurant complex "Selfish Club" are poorly represented. This may negatively affect the level of popularity in the hotel services market, and will not be able to promote the influx of consumers.

### **Conclusions to part 2**

In the second section of the thesis "Theoretical aspects of personnel management of hotel and restaurant enterprises in the context of globalization" an analysis of the personnel management system of the hotel and restaurant complex "Selfish Club".

Almost all employees of the hotel and restaurant complex "Selfish Club" have extensive experience. The style of personnel management can be described as democratic. There is a desire to solve as many issues as possible collectively, there is informing subordinates about the state of affairs in the team, constant contact with subordinates, friendly attitude to subordinates. The socio-psychological climate in the study team is favorable.

The personnel policy of the hotel and restaurant complex "Selfish Club" is focused on the inclusion of new staff only from the lower level, and the replacement of vacancies in senior positions occurs only from among the employees of the organization.

The system of remuneration in the hotel and restaurant complex "Selfish Club" is hourly, ie the employee's salary depends on the actual time worked and the tariff rate, and not on the number of works performed.

Recruitment is carried out on the basis of the Labor Code. Dismissal occurs at the employee's own request, with the consent of the parties or in connection with the expiration of the employment contract.

Personnel policy of the hotel and restaurant complex "Selfish Club" should be focused on a systematic approach, which is based on long-term development of labor potential of employees. This is due to the fact that the transition to market relations, the priority of quality and competitiveness have changed the requirements for administrative staff, increased the importance of their creative attitude to work and high professionalism.

**PART 3. RECOMMENDATIONS FOR IMPROVING THE EFFICIENCY  
MANAGEMENT PROFESSIONAL COMPETENCE OF THE STAFF OF  
ENTERPRISE "Selfish Club"**

**3.1 Directions for improving the professional competence of the personnel at the  
hotel "Selfish Club"**

The current state of the economy and technology requires continuous growth of skills, in some cases timely rotation and appropriate professional development. The deep aging of production staff dictates the need for constant work to attract young people to enterprises.

Today, the top management of enterprises must recognize that without systematic work with staff (education of involvement in the system, respect for the institution of economic power) will increasingly feel the rejection of employees from the goals of the enterprise, hence the protests in the form of theft, covert strikes, vandalism.

From these positions it is considered expedient to carry out formation of corporate culture of the enterprise on the basis of the system approach to work with the personnel including:

- comprehensive multifactor assessment of the existing staff of the enterprise (professional, qualification, educational, labor contribution and contribution to the financial achievements of the enterprise, personal professional, including creative potential, etc.);
- career design, staffing, reserve formation;
- setting production and creative tasks, tracking results;
- formation and implementation of motivational, stimulating systems, their continuous development;

- creation of conditions for staff development (rotation, additional training, internships, trainings, retraining, advanced training, system of continuous multilevel professional education, etc.);

- monitoring the effectiveness of placement, making adjustments, assessing the effectiveness of the contribution, certification, changes in the career development project;

- system of attracting young people to enterprises and cultivating highly qualified specialists;

- recruitment on the basis of professional selection;

- organization of staff retirement.

Based on the above, you can determine the main goals and objectives of the proposed program, the conditional name of which is "Effective Management":

The purpose of the program "Effective management" - to increase the efficiency of personnel management in the hotel and restaurant complex "Selfish Club". Tasks of the program:

- . Identify the main methods of improving management efficiency;

- . To develop a set of measures aimed at improving the quality of management, to calculate the material costs of the investigated hotel enterprise for the implementation of the proposed measures;

To acquaint the management of hotel to the developed program, to offer recommendations on introduction of this complex of actions.

The program "effective management" is a set of recommendations aimed at developing the skills of competent human resource management - the driving force in improving the efficiency of personnel management in the hotel and restaurant complex "Selfish Club".

### 3.2 Recommendations for improving the management of professional competence human resources

*Table 3.1*

Table 3.1 Effective Governance Program

The main aspects	Measures taken
Effective staff planning and selection	Creation of professional, qualification and social - psychological requirements for the position Personnel search technologies Creation of conditions for favorable adaptation of employees
Ways to motivate and stimulate staff	Moral motivation. Monetary and non-monetary incentives Wage structure. Wage system optimization. Benefits.
Providing opportunities for staff training and development	Career planning of employees, their training, creation of a personnel reserve
Creating a favorable psychological climate in the organization	Training "Business Communication" Conflict prevention within the team
Formation of corporate culture	Organization of corporate events and holidays

Next, we will consider in detail the whole set of proposed recommendations, identify possible material costs, set out and interpret the conclusions.

At the first stage of this program, the management of the hotel and restaurant complex "Selfish Club" is offered recommendations aimed at improving the planning and selection of personnel.

Among them are the following:

Creating professional, qualification and socio - psychological requirements for the position.

These activities include the development of job descriptions or a professional profile for each vacancy.

Improving staff search technologies

Personnel search is proposed to be conducted from external and internal sources.

External search tools include: publication of ads in newspapers and professional magazines ("ProHotelia", "Hotel and restaurant business"), appeals to employment agencies (Recruitment Agency "Business - Recruitment Agency"), placement of vacancies on the Internet - sites (www.work.ua).

Internal sources are seen as a promotion of employees already working in the hotel. Promotion of its employees will cost the hotel management cheaper. In addition, it will increase employee interest, improve the morale and strengthen employee commitment to the company. According to the theory of expectations regarding motivation, it can be assumed that if employees believe in the existence of dependence of their career growth on the degree of efficiency of their work, they will be interested in more productive work. The only disadvantage of the approach to solving the problem solely due to internal reserves is that the organization does not come new people with fresh views, which can lead to stagnation.

Selection technologies.

Hotel and restaurant complex "Selfish Club" belongs to the types of enterprises with small staff. Therefore, for the selection program to be effective, the qualities of the employee needed for the relevant activity should be clearly stated.

The decision at selection is offered to be accepted according to the offered stage. At each stage, some applicants are eliminated or they themselves refuse the procedure. Naturally, the proposed stages for selection are considered by the head (deputy), in accordance with the nature of the proposed vacancy.

1. Stage Preliminary selection interview. Work at this stage can be organized in different ways. It is desirable to use the general rules of the conversation, aimed at clarifying, for example, the education of the applicant, assessing his appearance and determining personal qualities.

2. Stage Application of the questionnaire form and autobiographical questionnaire. It is desirable that the number of questionnaire items be minimal and request information that most affects the performance of the applicant's future work.

Mandatory requirement for the questionnaire - must be made separately for each type of work and organization.

3. Stage Conversation for hire. The purpose of the interview is to consider the applicant for employment. At this stage, there is an exchange of information in the form of questions and answers. The supervisor is encouraged to prepare a list of questions in advance.

4. Hire Test Stage. This is one of the most modern methods that facilitate selection decisions. A test is a tool that measures a person's performance. Psychologists and personnel specialists develop these tests to assess the availability of abilities or the composition of the mind necessary for the effective performance of tasks in the proposed place. Among the most common types of tests, it is recommended to use Ketell's personal questionnaire, to determine the level of Taylor's anxiety, various variations of achievement tests.

5. Stage Verification of feedback and recommendations. When applying for a job, candidates can provide feedback from previous superiors and other similar documents. Management is encouraged to check them, possibly calling management from a previous job to clarify the data. This can be one of the most objective types of information for predicting the applicant's future behavior in the workplace.

6. Stage Providing a certificate of health. The reasons for the medical examination are as follows:

- in case employees file complaints about compensation, it is necessary knowledge of the applicant's physical condition at the time of employment;
- it is necessary to prevent the hiring of vectors of infectious diseases;
- it is necessary to determine whether the applicant can physically comply offered work.

To determine the "quality of the set", ie an approximate estimate of the level of invited and employees, you can use the following mathematical method of calculation:

$QE = (+ OC + NE OE) / T$ , where:

QE - quality of recruited employees, %

OC - the average total rating of the quality of work performed by recruited employees

NE - the percentage of new employees promoted within one year

OE - the percentage of new employees who remained after one year

T - the total number of indicators taken into account in the calculation.

Creating conditions that favorably affect the adaptation of new employees.

Adaptation of new employees in the team is one of the important tasks that must be addressed by the management of the organization. The process of mutual adaptation of the employee and the organization, based on the acceptance or rejection of the first new professional and organizational working conditions, should be associated with both strategic planning in the organization and existing programs of employee motivation, evaluation and staff development and, of course, with the formed corporate culture of the company. In order to create favorable conditions for employees to adapt to the management of the hotel and restaurant complex "Selfish Club", a set of key factors influencing this process is offered. Knowledge of these factors will help management to navigate in creating a favorable atmosphere.

Organizational adaptation is based on the new employee's understanding and acceptance of his or her organizational status, organizational structure, and existing management mechanisms. It is necessary to make a new employee a brief digression into the history of the hotel, to tell about regular customers, to get acquainted with the provisions of the organizational structure of the hotel business. Issue job description

and / or professional profile. Professiogram is a document that contains the basic professional requirements, which should be focused on the development of professional qualities of a person in the course of mastering the profession or replacing the position. The professional profile reflects the professional requirements formulated on the basis of the analysis of professional activity of the most successfully working specialists. As a rule, the professional profile contains:

- a) the model of the employee (professional, business, personal qualities);
- b) position model (functions, responsibilities, tasks, responsibilities, etc.).

Socio-psychological adaptation - is the adoption of new norms of relationships, behavior in this organization, adaptation to a new society. It is recommended to meet a new employee and discuss with him the mission of the company, tell him about the traditions that exist in the hotel, introduce him to colleagues with whom he will be technologically connected.

Professional adaptation is a gradual refinement of professional skills and skills of cooperation to a certain level necessary for a new employee to perform their functional responsibilities at the technologically necessary level. The range of these skills should be outlined in the job description that the employee receives on hand. It is recommended to develop and bring to his attention the criteria for the success of the probationary period.

For successful organizational and professional adaptation to the management of the hotel and restaurant complex "Selfish Club" it is expedient to create and develop the institute of mentoring that the new employee after leaving on work was not "abandoned". The mentor can be either the manager himself or an experienced hotel employee who has proven himself.

The second stage of the program "Effective Management" offers a set of methods that motivate and stimulate hotel staff.

The following types of motivation and stimulation of the staff have been developed for the management of the hotel and restaurant complex "Selfish Club":

Moral motivation.

Strong moral motivation is especially relevant for the studied hotel company, because it needs to make a kind of breakthrough in the market of hotel services, as well as increase its competitiveness.

Among the means of this type of motivation is proposed to use:

- request
- inspiring visions (essentially attractive promises)
- Thanks
- diplomas
- "personal requests"
- Marks on the information board

Monetary and non-monetary incentives

Recommended monetary ways to motivate employees:

1. Awards for performance.

2. Individual awards. Such bonuses can be paid to specialists whose dismissal is undesirable for the hotel company (for the hotel and restaurant complex "Selfish Club"

- it's administrators, accountants).

Non-monetary ways to motivate staff:

1. Management needs to show interest not only in the work of its employees, but also in them as individuals. Respect, trust, sincere attitude to subordinates strengthens their motivation.

2. A significant factor is the recognition, gratitude of management for the results achieved.

3. It is desirable to conduct a survey on employee satisfaction with work to obtain feedback on the effectiveness of the system of motivation and suggestions of employees.

4. It is recommended to motivate employees by providing corporate recreation, which means the departure of hotel staff to camp sites or rest homes at the expense of the organization.

5. You can motivate by providing free time for a job well done.

6. Motivation by a convenient work schedule.

7. Motivation of employees by advanced training.

Wage system optimization. Benefits.

It is known that the type and number of rewards offered by the organization are important for assessing the quality of working life. The structure of wages in the organization is determined by analyzing the survey of wages, labor market conditions, as well as productivity and profitability of the organization.

In addition to salaries, the hotel management is recommended to provide its employees with various additional benefits that will be the most stimulating staff. Note the most desirable types of benefits in modern Ukrainian organizations:

- paid leave,
- hospital payment,
- health and life insurance,
- pension provision,
- cafeterias subsidized by the enterprise,

- loans with a reduced interest rate for college education children of employees, children's institutions,
- provision of paid legal services,
- physical rehabilitation programs,
- paid creative leave after a certain number of years of work.

For the management of the hotel and restaurant complex "Selfish Club" in connection with low funding, it is proposed to use several types of benefits from the above. In order to determine the most desirable benefits for staff, it is recommended to conduct a survey. The results of which will reflect the desires of employees.

Wage structure.

Wage structure - the quantitative ratio of wage-forming elements. The optimization of this structure is the monthly payment of the following elements.

Tariff part - the main, mandatory element of the salary of each employee of the enterprise.

Surcharges and surcharges to the tariff are recommended to be paid systematically for continuous service; for performing a larger amount of work; for combining positions, as well as skill; for work at night; for overtime work, etc.

It should be noted that payment for overfulfillment of norms (tasks) stimulates the growth of labor productivity.

The bonus part of the salary is related to the solutions of additional production tasks, includes various types of bonuses, which are paid both from the salary fund and from the material incentive fund.

At the third stage of the program the possibility of advanced training of employees is considered. The following event is defined here:

Career planning of employees, their training, creation of a personnel reserve.

The management of the hotel and restaurant complex "Selfish Club" is recommended to conduct purposeful career planning of its employees, focused on training specialists in the hotel business. It is desirable to conduct continuous training, education and retraining, focused on the development of management and organizational skills.

Conduct purposeful selection and entry in the database of possible candidates needed by the hotel and restaurant complex, thus creating a personnel reserve.

Use the method of horizontal promotion, when the employee after the required mandatory training takes a new position in another department, as well as the method of predictive training: training in specialties that may be needed in the foreseeable future.

The fourth stage of the program is devoted to the social and psychological climate in the staff of the hotel and restaurant complex "Selfish Club".

Based on the fact that in the study of climate in this organization, its level was defined as favorable, the program "Effective Management" developed a set of measures aimed at improving interpersonal interaction and conflict prevention. In particular, it was proposed to conduct a socio-psychological training "Business Communication" (with the help of a psychologist who was involved from the outside). The training is designed for two days. The main purpose of the training: to increase the effectiveness of interpersonal interaction in the team.

Prevention of interpersonal conflicts among staff.

Conflicts in the organization - is an open form of existence of conflicts of interest that arise in the process of interaction between people in resolving issues of production and personal order.

Conflicts are inevitable in labor collectives, because in the process of joint labor activity people of different levels of professional training, social status, life experience, temperament take part.

To prevent conflict situations, the management of the hotel and restaurant complex "Selfish Club" is recommended to work with staff (frequency depends on the employment of both management and employees of the hotel). To prevent conflicts and managers and employees of the hotel business must remember the following:

- It is necessary to learn to determine the pre-conflict stage and

"Return" from the pre-conflict situation to normal interaction, and not continue to intensify the conflict that is beginning.

- It is necessary to be able to understand the partner on interaction and not to go to the conflict,

if there is no certainty that the partner's motives are correctly understood.

- Be tolerant of dissent.

- You need to take care to reduce your relatively persistent anxiety and aggression.

- Learn to manage your current mental state, avoid pre-conflict situations with fatigue or overexcitation.

- In communication with colleagues you need to be internally ready for

Solving emerging problems through cooperation, compromise, avoidance or concession. During communication with a partner, it is desirable to smile at least occasionally.

The final stage of the program is aimed at organizing corporate culture.

In the organization of corporate culture, we can identify the main components, the implementation of which will sufficiently stimulate the staff of the hotel and restaurant complex "Selfish Club".

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### **Conclusions to part 3**

The developed program "Effective management" is focused on improving the efficiency of management professional competence of personal in the hotel and restaurant complex "Selfish Club". The program is a set of recommendations aimed at developing the skills of competent management of human resources - the driving force of any company, on the topic of research - hotel and restaurant complex "Selfish Club". The program consists of five main aspects and proposed measures.

At the first stage of this program, the management of the hotel and restaurant complex "Selfish Club" is offered recommendations aimed at improving the planning and selection of personnel.

The second stage of the program "Effective Management" offers a set of methods that motivate and stimulate hotel staff.

At the third stage of the program the possibility of advanced training of employees is considered.

The final stage of the program is aimed at organizing corporate culture.

Thus, based on the above, we can draw the following conclusions.

A systems approach is an approach to the study of an object as a system. System approach as a general methodological principle is used in various fields of science and human activity.

The system approach is devoted to the solution of system problems in which the object of research is presented in the form of systems. System tasks can be of two types: system analysis or system synthesis. The task of analysis involves determining the

properties of the system by its known structure, and the task of synthesis - to determine the structure of the system by its properties.

The systems approach includes the following elements: selection, performance appraisal, development, reward, etc., which are discussed in detail during the study.

The value of a systems approach to management is that managers can more easily coordinate their specific work with the work of the organization as a whole, if they understand the system and their role in it. This is especially important for the CEO, because a systematic approach encourages him to maintain the necessary balance between the needs of individual units and the goals of the entire organization. It makes him think about the flows of information passing through the entire system, and emphasizes the importance of communications. A systems approach helps to identify the reasons for ineffective decisions, it also provides tools and techniques to improve planning and control.

The presented research was conducted on the example of the hotel and restaurant complex "Selfish Club".

This hotel is a fairly large hotel business with 144 rooms.

The staff of the hotel and restaurant complex "Selfish Club" includes 134 people. The hotel staff is mostly female, aged 30 - 40 years. Almost all employees of the hotel and restaurant complex "Selfish Club" have extensive experience in the hotel business.

There are democratic features in the style of personnel management. The socio-psychological climate in the study team is very favorable.

The disadvantage of personnel management can be considered a low level of incentives and motivation.

The following measures aimed at more effective personnel management were proposed as recommendations.

First, it is proposed to improve the planning and selection of personnel:

- Creation of professional, qualification and socio - psychological requirements for the position.

- Improving staff search technologies

- Personnel selection technologies.

For successful organizational and professional adaptation to the management of the hotel and restaurant complex "Selfish Club" it is expedient to create and develop the institute of mentoring that the new employee after leaving on work was not "abandoned". The mentor can be either the manager himself or an experienced hotel employee who has proven himself.

Recommendations on monetary and non-monetary motivations of employees of the hotel and restaurant complex "Selfish Club" were also developed.

A number of measures were proposed to create conditions for the favorable adaptation of new employees.

To maintain a favorable socio-psychological climate in the staff of the hotel and restaurant complex "Selfish Club", the training "Business Communication" was offered.

## CONCLUSIONS

Thus, based on the above, we can draw the following conclusions.

The professional competence and culture of behavior of the staff of any hotel plays an important role in the field of hotel service, as the staff is the "face" of the company. Professional competence of staff is a professional and statutory opportunities for a person to exercise his powers in professional activities. This is a wide range of professional knowledge, skills and abilities that can be used in different situations. Professional competence hotel specialist is formed on the basis of theoretical knowledge, practical skills, significant personal qualities and life experience, which determines his readiness to perform a high level of service and professional responsibilities and ensure self-realization and competitiveness. The economic growth of not only the hotel complex, but also the country depends on it. After all, the more professional the employee, the greater the income of the enterprise, and hence the state, because part of the income from tourism goes to the treasury of our country;

From the analysis of the literature I use, it is necessary to allocate ethics of business communication. Currently, any employee must be able to conduct a business conversation, know telephone etiquette, know language etiquette - it will allow him to communicate competently, clearly and understandingly with the client, express their views, and it will increase the status of the company in which he works. All this is necessary in order for the client to have the desire to visit your hotel again.

The presented research was conducted on the example of the hotel and restaurant complex "Selfish Club".

This hotel is a big business hotel with 136 comfortable rooms.

The staff of the hotel and restaurant complex "Selfish Club" includes 103 people. The hotel staff is mostly female, aged 35 - 45 years. Almost all employees of the hotel and restaurant complex "Selfish Club" have extensive experience in the hotel business.

There are democratic features in the style of personnel management. The socio-psychological climate in the study team is very favorable.

The disadvantage of personnel management can be considered a medium level of incentives and motivation.

The following measures aimed at more effective personnel management were proposed as recommendations.

First, it is proposed to improve the planning and selection of personnel:

- Creation of professional, qualification and socio - psychological requirements for the position.
- Improving staff search technologies
- Personnel selection technologies.

For successful organizational and professional adaptation to the management of the hotel and restaurant complex "Selfish Club" it is expedient to create and develop the institute of mentoring that the new employee after leaving work was not "abandoned". The mentor can be either the manager himself or an experienced hotel employee who has proven himself.

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Appendices

Appendix A